Informed Consent

Welcome to this survey on leadership in the United Arab Emirates.

I truly value your participation as a senior leader. The purpose of this research is to develop an understanding of leadership behaviors and styles in the UAE, and if they are influenced by religion, values, and culture.

This survey may take about 10 minutes to complete. This research forms part of my Doctor of Business Administration academic qualification at Henley Business School at the University of Reading, in the United Kingdom. Responses are strictly confidential and individual respondents will not be identified by name or organization in the final report. This survey has been subject to ethical review in accordance with the procedures specified by the University of Reading Research Ethics Committee and has been given a favorable ethical opinion for conduct. By completing and returning the survey it will be understood that you are 18 years or older and that you give consent for your responses to be used for the purposes of this research project.

With thanks,

Bilal Hamadeh

email: mf804874@student.reading.ac.uk

This survey consists of four sections:

- 1. Demographics
- 2. Your leadership style
- 3. Your religious beliefs and practices
- 4. Your values

Thank you for taking the time to share your responses.

Demographics

What is your current job title?

How many employees are in your organization?

- \bigcirc less than 10
- 0 10-49
- 0 50-249
- \bigcirc more than 250

In which industry do you currently work?

- \bigcirc Agriculture, forestry, fishing and hunting
- \bigcirc Mining, quarrying, and oil and gas extraction
- O Utilities
- \bigcirc Construction
- O Manufacturing
- \bigcirc Wholesale trade
- O Retail trade
- O Healthcare
- O Transportation and warehousing
- \bigcirc Information and cultural industries
- \bigcirc Finance and insurance
- Real estate and rental and leasing
- \bigcirc Professional, scientific and technical services
- \bigcirc Management of companies and enterprises
- igodot Administrative and support, waste management and remediation services
- \bigcirc Educational services
- \bigcirc Health care and social assistance

- \bigcirc Arts, entertainment and recreation
- Accommodation and food services
- \bigcirc Other services (except public administration)
- O Public administration

How long have you worked with your current organization as the senior leader?

- \bigcirc 6–12 months
- 1-2 years
- 2-4 years
- 🔾 4-6 years
- \bigcirc More than 6 years

What is your gender?

- O Male
- 🔾 Female
- O Prefer not to answer

What is your age?

What is your country of birth?

What best describes your ethnic origin?

- Asian (Indian, Pakistani, Bangladeshi, Chinese, any other Asian background)
- O Black/African/Caribbean
- \bigcirc Other (Arab, any other ethnic group, please describe)
- White (North American, Europe, any other White background, please describe)

What is your residency status in the United Arab Emirates?

- O UAE Citizen
- UAE Permanent Resident
- 🔾 Other

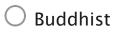
What is the highest degree or level of school you have completed?

- O Some college, no degree
- Associate degree (e.g. AA, AS)
- O Bachelor's degree (e.g. BA, BS)
- O Master's degree (e.g. MA, MS, MEd)
- O Doctorate or professional degree (e.g. MD, DDS, DBA, PhD)

What is your marital status?

- O Single (never married)
- Married
- \bigcirc Widowed
- O Divorced
- Separated

What is your religion?



- 🔾 Christian
- \bigcirc Hindu
- 🔘 Muslim
- 🔘 Sikh
- 🔘 Other

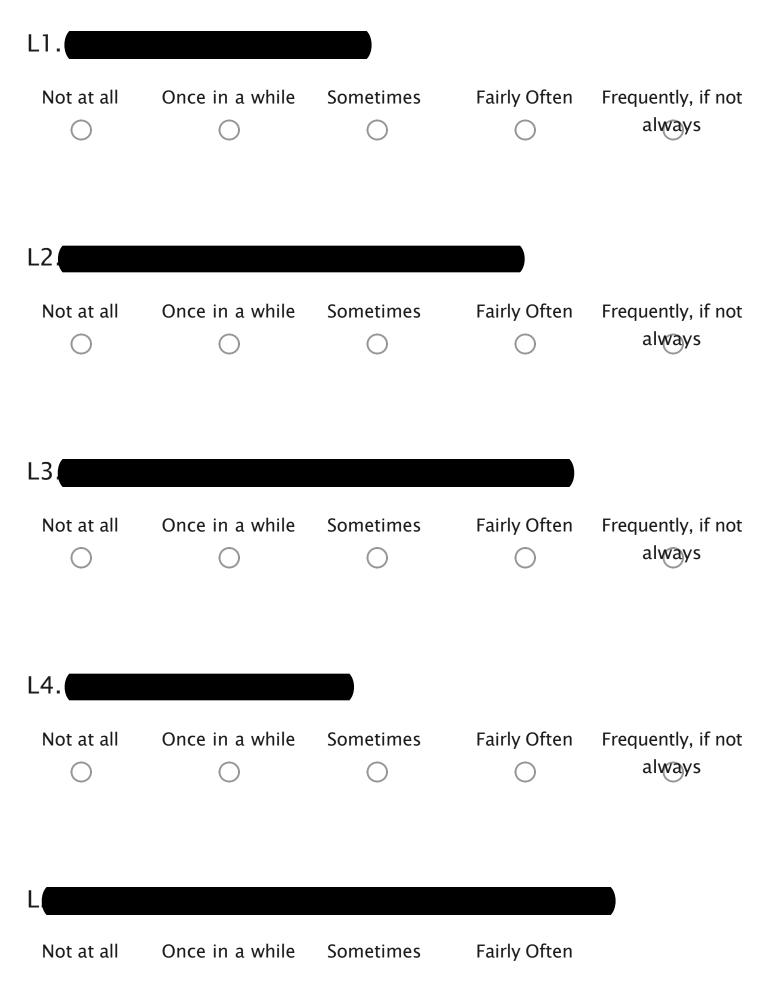
What is your current employment status?

- O Employed full time (40 or more hours per week)
- Employed part time (up to 39 hours per week)
- Retired
- Self-employed

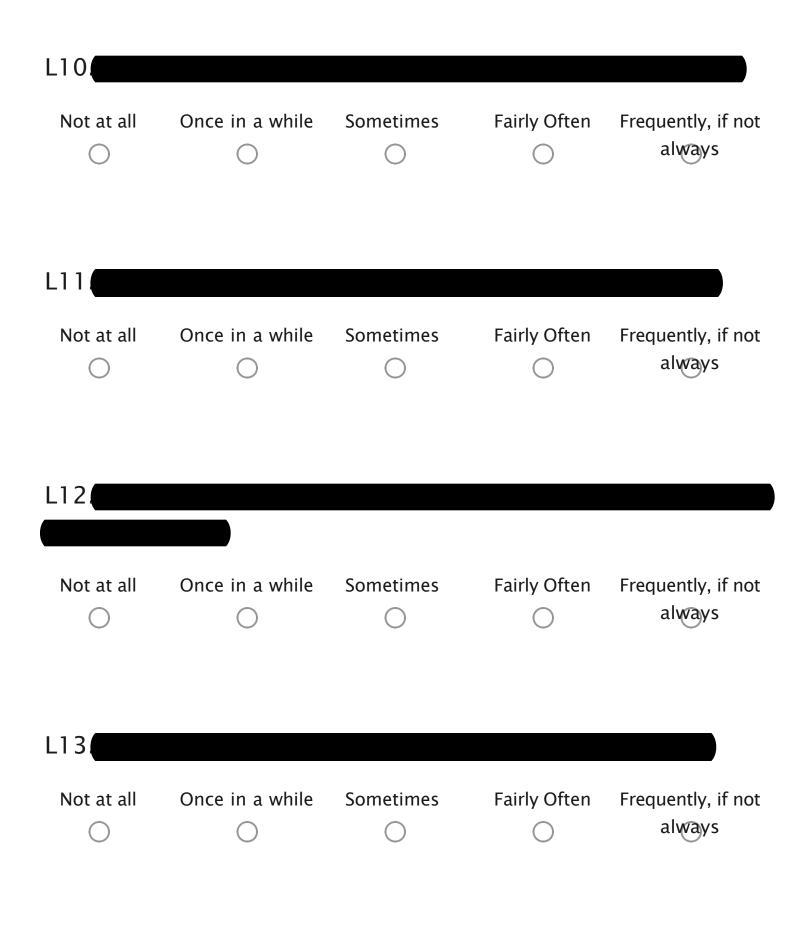
Section 1- Leadership Style

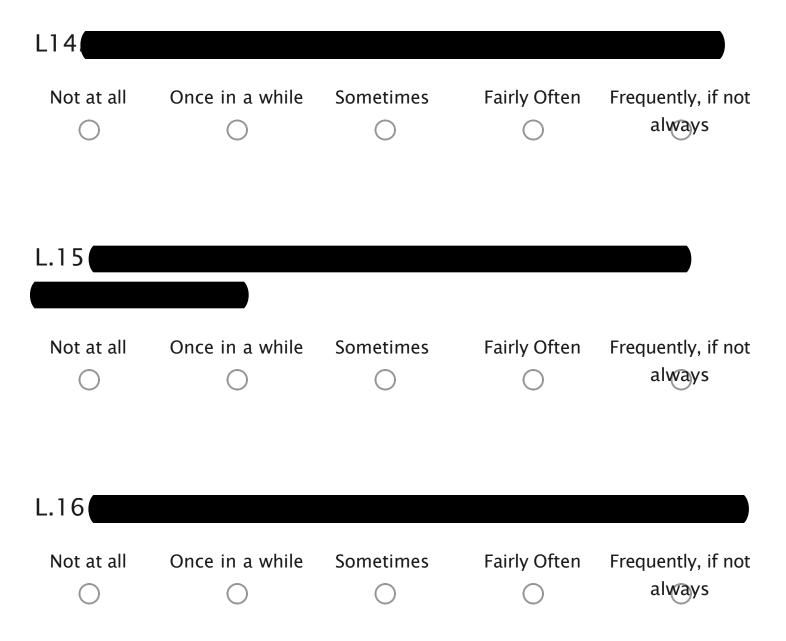
Instructions: The following survey items refer to your leadership style, as you perceive it. Please judge how frequently each statement fits your leadership style using the noted scale:

As a leader...



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|-------------------|------------------|------------|--------------|------------------------------|--|
| \bigcirc | \bigcirc | \bigcirc | \bigcirc | Frequently, if not always | |
| | | | | | |
| | | | | | |
| LG | | | | | |
| Not at all | Orace in e while | Comotimor | Fairly Oftag | Freeworth, if not | |
| Not at all | Once in a while | Sometimes | Fairly Often | Frequently, if not always | |
| 0 | <u> </u> | U | 0 | 0 | |
| | | | | | |
| L7. | | | | | |
| | | | | | |
| Not at all | Once in a while | Sometimes | Fairly Often | Frequently, if not always | |
| \bigcirc | 0 | \bigcirc | \bigcirc | alivays | |
| | | | | | |
| | | | | | |
| L8. | | | | | |
| Not at all | Once in a while | Sometimes | Fairly Often | Frequently, if not | |
| \bigcirc | \bigcirc | \bigcirc | \bigcirc | always | |
| | | | | | |
| | | | | | |
| L9 | | | | | |
| | | | | | |
| Not at all | Once in a while | Sometimes | Fairly Often | Frequently, if not | |
| \bigcirc | \bigcirc | \bigcirc | \bigcirc | always | |

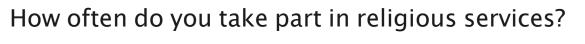


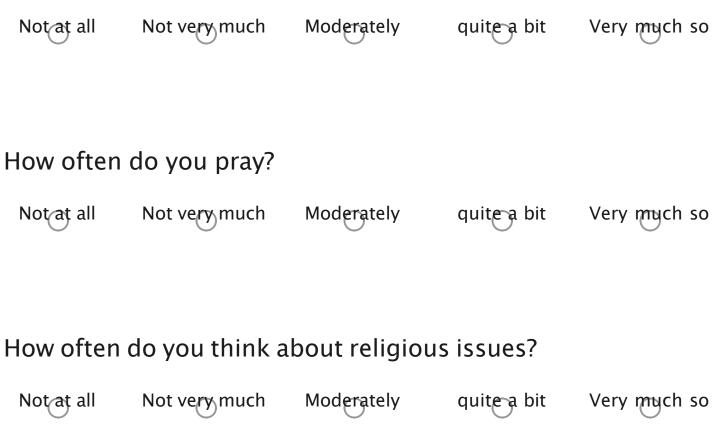


Section 2- Religiosity

To what extent do you believe that God or Allah or something divine exists?

| Not at all | Not very much | Moderately | quite a bit | Very much so |
|------------|-----------------|------------|-------------|--------------|
| Not at all | not vely materi | moderatery | quite a sit | |





How often do you experience situations in which you have the feeling that God or something divine intervenes in your life?

| Not at all | Not very much | Moderately | quite a bit | Very much so |
|------------|---------------|------------|-------------|--------------|
|------------|---------------|------------|-------------|--------------|

Section 3- Values

Please, rate the importance of the following values as a life-guiding principle for you. Use the 8-point scale in which 0 indicates that the value is opposed to your principles, 1

indicates that the values is not important for you, 4 indicates that the values is important, and 8 indicates that the value is of supreme importance for you.

| | Opposed to my principles 0 | Not Important | 2 | 3 | Important 4 | 5 | 6 | 7 | Supreme Importance 8 |
|--|-------------------------------------|------------------|------------|------------|----------------|------------|------------|------------|----------------------------|
| Power (social power, authority, wealth) | \bigcirc | \bigcirc | \bigcirc | \bigcirc | \bigcirc | \bigcirc | \bigcirc | \bigcirc | \bigcirc |
| Achievement (success, capability, ambition, influence on people and events) | \bigcirc | \bigcirc | 0 | \bigcirc | \bigcirc | 0 | 0 | 0 | \bigcirc |
| Hedonism (gratification of desires, enjoyment in life, self– indulgence) | \bigcirc | \bigcirc | \bigcirc | \bigcirc | \bigcirc | \bigcirc | \bigcirc | \bigcirc | \bigcirc |
| Stimulation (daring, a varied and challenging life, an exciting life) | \bigcirc | \bigcirc | \bigcirc | \bigcirc | \bigcirc | \bigcirc | 0 | \bigcirc | \bigcirc |
| Self–Direction (creativity, freedom, curiosity, independence, choosing one's own goals) | \bigcirc | \bigcirc | 0 | \bigcirc | \bigcirc | 0 | 0 | \bigcirc | \bigcirc |

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| | Opposed to my principles 0 | Not Important | 2 | 3 | Important 4 | 5 | 6 | 7 | Supreme Importance 8 |
|---|-------------------------------------|------------------|------------|------------|----------------|---|---|------------|----------------------------|
| Universalism (broad– mindedness, beauty of nature and arts, social justice, a world at peace, equality, wisdom, unity with nature, environmental protection) | \bigcirc | \bigcirc | 0 | \bigcirc | \bigcirc | 0 | 0 | 0 | \bigcirc |
| Benevolence (helpfulness, honesty, forgiveness, loyalty, responsibility) | \bigcirc | \bigcirc | \bigcirc | \bigcirc | \bigcirc | 0 | 0 | \bigcirc | \bigcirc |
| Tradition (respect for tradition, humbleness, accepting one's portion in life, devotion, modesty) | 0 | 0 | 0 | 0 | \bigcirc | 0 | 0 | 0 | 0 |
| Conformity (obedience, honoring parents and elders, self- discipline, politeness) | \bigcirc | \bigcirc | 0 | \bigcirc | \bigcirc | 0 | 0 | 0 | \bigcirc |

| | Opposed to my principles 0 | Not Important 1 | 2 | 3 | Important 4 | 5 | 6 | 7 | Supreme Importance 8 |
|--|-------------------------------------|-----------------------|------------|---|----------------|---|---|---|----------------------------|
| Security (national security, family security, social order, cleanliness, reciprocation of favors) | \bigcirc | \bigcirc | \bigcirc | 0 | \bigcirc | 0 | 0 | 0 | \bigcirc |

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